Transforming Army Management of Individual Chemical Protective Equipment

Individual Chemical Equipment Management Transformation Initiative

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Major John Ensor

February 6, 2004

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Briefing Purpose

- Describe Army G-4 Individual Chemical Equipment Management Transformation Initiative
- Discuss Army's use of Air Force's Mobility Inventory Control and Accountability System (MICAS) and automatic identification technology (AIT)
- Provide current initiative status
- Present initiative programmatics:
  - funding
  - initial fielding schedule
  - outstanding issues
- Discuss proposed initiative transition to AMC
- Discuss CDE Go-to-War Score Card question

IPE Management Transformation Initiative

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What, Why, & How?

Requirements focused

Reactive logistics "pull"

Limited Asset Visibility

Decentralized funding & management

Centrally funded & managed

Vision for IPE Management

Single Army program manager

Proactive logistics "push"

Mission focused

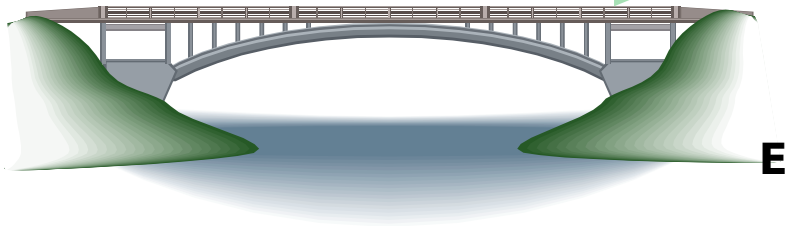
Total Asset Visibility

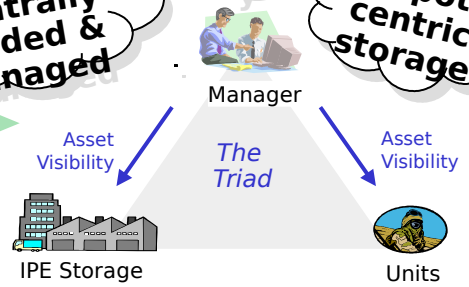
Centrally funded & managed

Depot centric storage

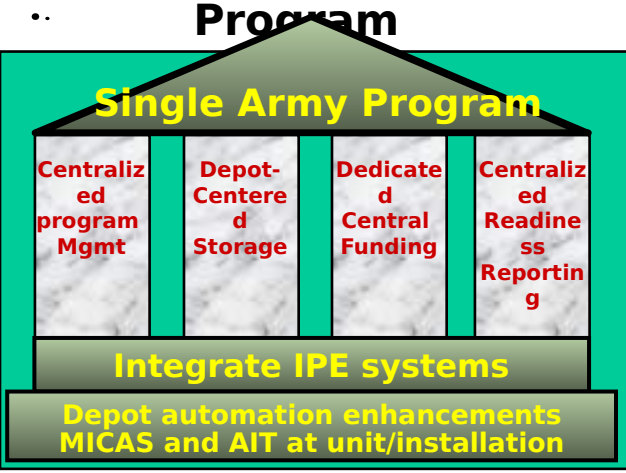
CDE Go-to-War Program

Transformation





Individual Chemical Equipment Management Program (ICEMP)



PHASES

1. Preparation / Pilot
2A. MICAS Fielding / Implementation
2B. Business Process Reengineering
3. Implement ICEMP

Chemical Defense Equipment Go-to-War Program

Established February 1998

Blue Grass Army Depot

Wholesale

Go to war stock

Request via AEPS

Force Packaged 2&3
Force Support Package 2&3

Installation/Unit Managed Stocks

Fort Hood

Fort Lewis

Fort Bragg

Other Installations

Force packaged 1 units

Local Inventories and home grown management information systems

Problems with CDE Go-to-War Program

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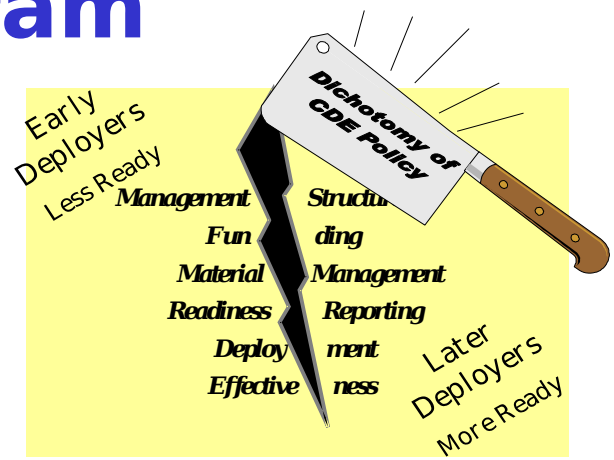

- Based on outdated Force Packaging
- Policy establishes a divided program
- Early deploying units lack resources
- IPE funds for early deploying units not dedicated to IPE purchases
- Army leadership is not getting an accurate readiness status to effectively manage IPE
- Lack of asset visibility of IPE inventories at installations
  - GAO; AAA; Congressman Shays, etc.
  - Issues manifested during OIF deployment

IPE Asset Visibility

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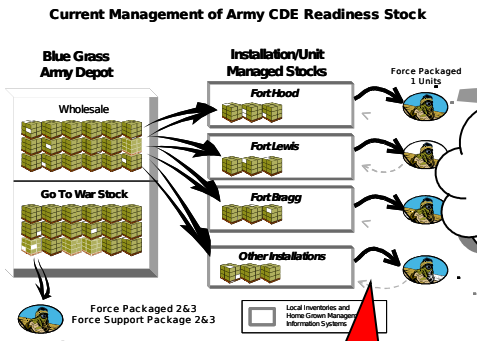
- Current standard automated information systems (STAMIS) cannot handle IPE management needs:
  - Shelf-life management; surveying of stock for approaching inspections
  - Resulted in local home-grown software solutions to fill need
- Initial versions of future STAMIS do not include capability to handle IPE management needs
- Army needs an immediate interim solution that can transition to integrated systems under Enterprise Resource Planning

Future Individual Chemical Equipment Management Program (ICEMP)



Centrally funded & managed

Single Army program manager

Depot centric storage

Reduced logistics footprint

Minimizes burden on installations and units Deploying Units

Increased overall readiness

Army IPE Depots

Fort Hood

Fort Lewis

Fort Bragg

Other Installations

Increased asset visibility

Better management of stock rotation

Improved industrial base management

Flexibility of shifting assets/ cross leveling

Increased accountability/ tracking of assets

Centralized recovery / certification of redeployed assets

A single inventory managed through a standard suite of Automated Information System(s)

AIT-enabled material transfer

Transformation Initiative Background

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- Envisioned centrally managed / funded concept in 2001
- Partnered with Logistics Transformation Agency
- Initiated Logistics Management Institute study
- Published vision document November 2002
- Briefed Generals Johnson and Waterman … told to execute
- Initiative supports senior leader guidance

IPE Transformation Initiative Alignment with Senior Leader Guidance

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	HQDA G-4 focus areas	CSA priorities	SecDef streamlined logistics initiative
Streamlines/integrates IPE global supply chain	4		X
Establishes single IPE proponent	4		X
Provides end-to-end visibility	1, 2		X
Enables priority to units deploying and deployed		X	
Supports joint integration	1, 2		
Employs technology to track status of IPE stocks			X

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Army Principal Staff Guidance

- LTG Cody (HQDA G-3) … use MICAS to fix IPE management and explore other uses toward managing the solider as a system
- LTG Christianson (HQDA G-4) … need a central DoD IPE manager to manage requirements and priorities … ensure DLA is an integral part of the solution

Centralized Management of Army IPE Roles and Responsibilities

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Streamlined and integrated IPE supply chain

IPE Management Transformation Strategy

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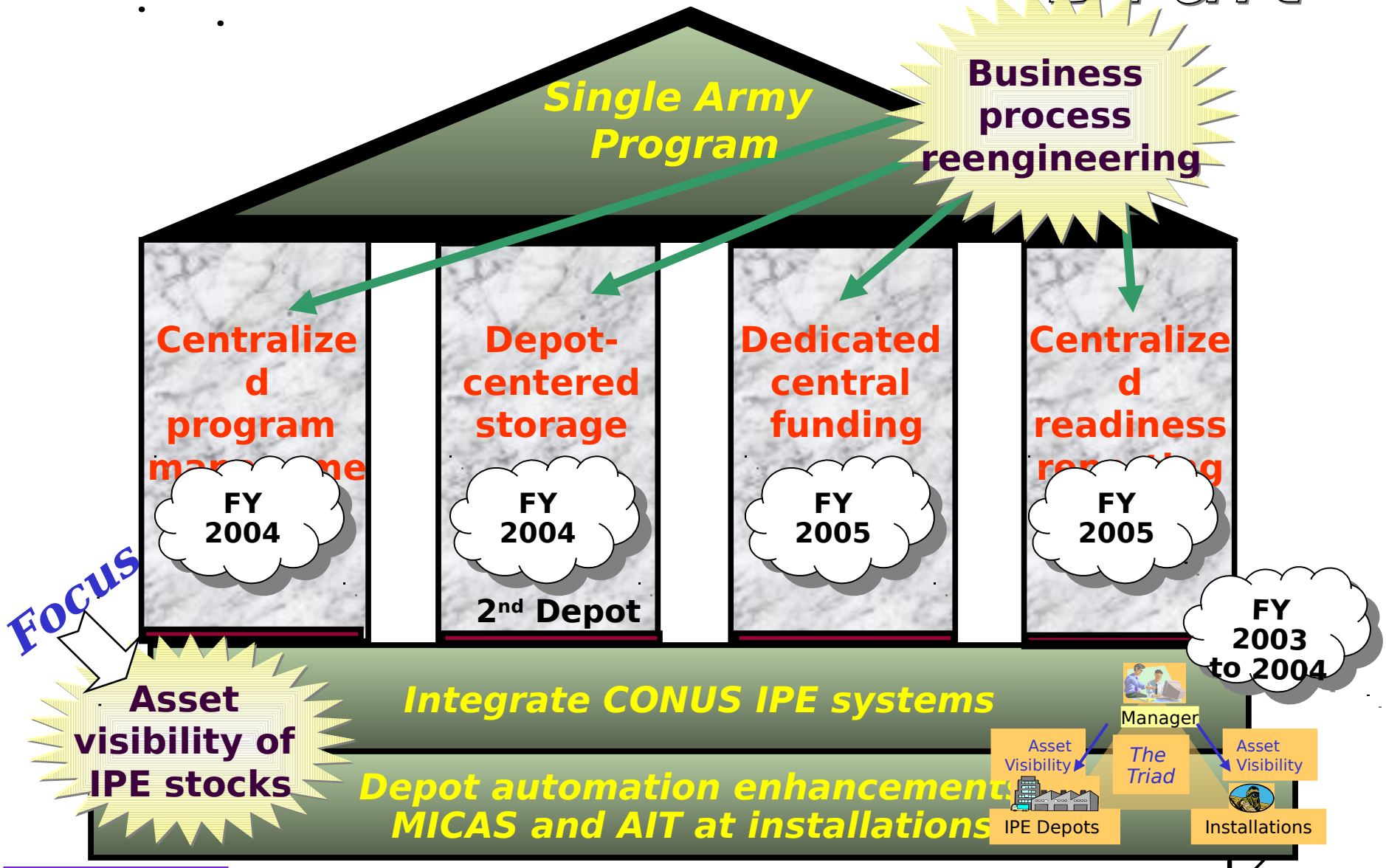

Interim Information System Alternatives

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- Modify SARSS and SDS to meet installation- and depot-level IPE management needs
  - Would take years to modify and field
  - Low priority with replacement systems under development
- Include IPE in Army's Single Stock Fund
  - Relies on current logistics systems pending fielding of GCSS-Army and LMP
- Adopt available IPE-capable non-STAMIS system
  - Marine Corps' Defense Equipment Management Program (DEMP) did not support AIT, track issued assets, nor provide asset visibility roll-up capability
  - Mobility Inventory Control and Accountability System (MICAS) tracks IPE shelf-life data; supports use of AIT; tracks issued assets, and can roll-up asset visibility to higher levels

Army Installation Solution

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Mobility Inventory Control Accountability System (MICAS)

- Is an USAF inventory management system operating at 185+ locations throughout the Air Force
- Tracks shelf-life visibility of stored and issued assets down to an individual soldier
- Can verify serviceability of assets prior to issue
- Provides capability to roll-up asset visibility to higher levels
- Can download IPE surveillance data via the web to automatically update expiration dates and condition codes
- Provides full suite of barcode production and scanning
- Runs on a standard PC and is Microsoft compatible
- Is Government owned and freely distributed to DoD users

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How Will We Use MICAS?

- Initial application will focus on inventory management and asset visibility at installation/unit warehouse and depots (Initial fielding)
- Future applications may include individual issue and CIF management … exploring during Fort Hood pilot
- Has potential for other applications … toward managing soldier as a system

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MICAS Relationship to Enterprise Resource Planning and Joint Staff

- CASCOM acknowledges effort and will include requirement for IPE management and asset visibility in GCSS-Army
- AMC AIT Workgroup acknowledges effort and will develop requirement and functionality for LMP
- JPEO-CBD has:
  - Identified Joint Program Manager and assigned to JPMO-CBD Information Systems. MICAS program has been formalized with Air Force and Army providing sustainment funding
  - Provided funding for data warehouse to provide OSD-level IPE asset visibility
  - Providing funding for early fielding of MICAS EUSA/USFK
  - Working vendor applied AIT on IPE
- GAO has acknowledged effort as positive towards fixing documented systemic issues

Joint Total Asset Visibility Reporting Warehouse

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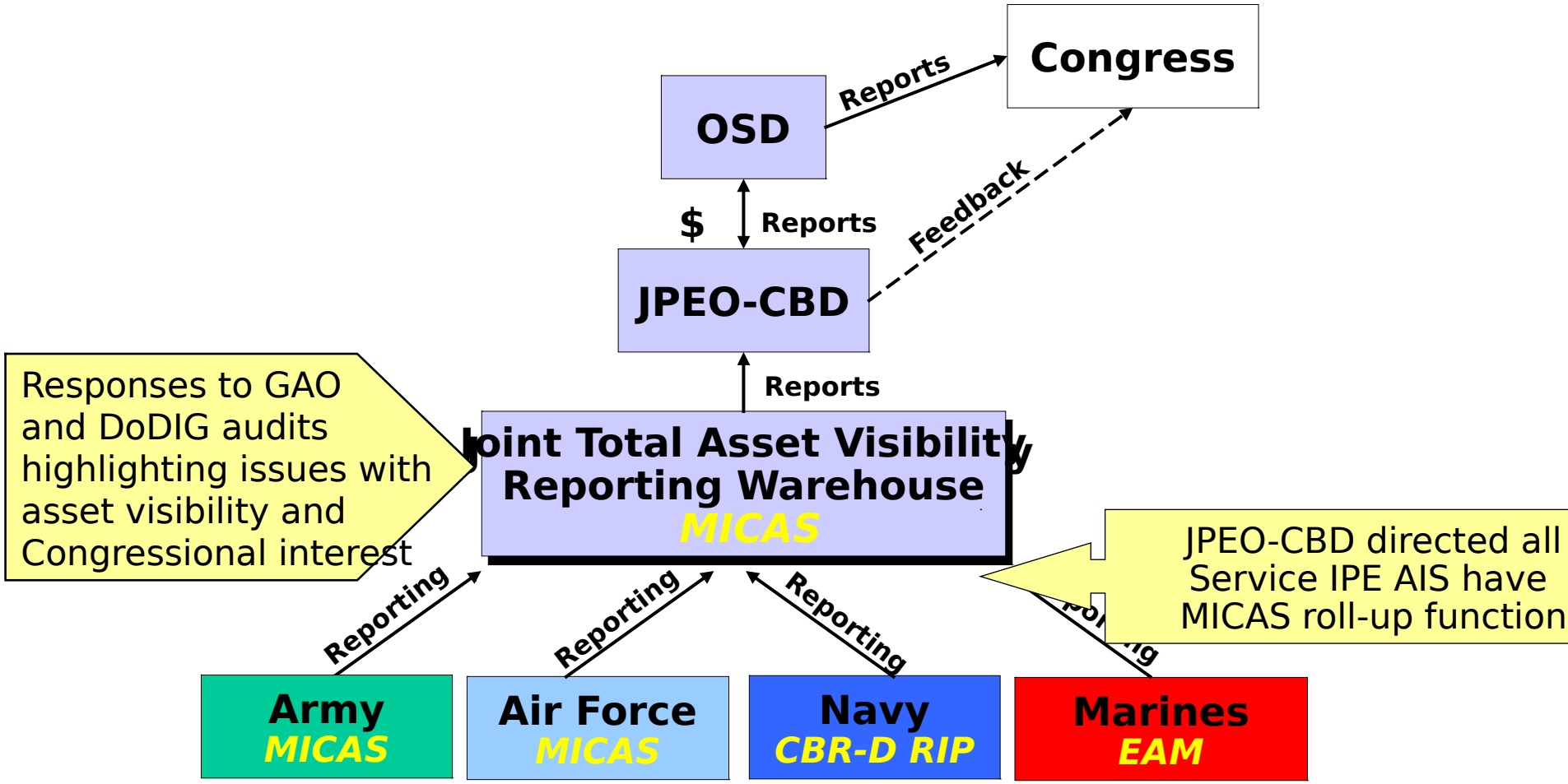

Note: CBR-D = Chemical Biological Radiological-Defense; EAM = Enterprise Asset Module; MICAS = Mobility Inventory Control and Accountability System;
RIP = Readiness Improvement Program

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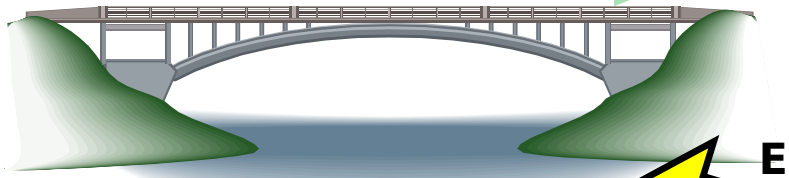

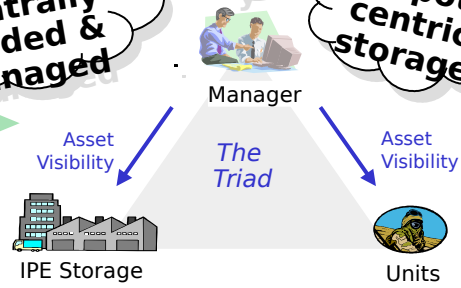

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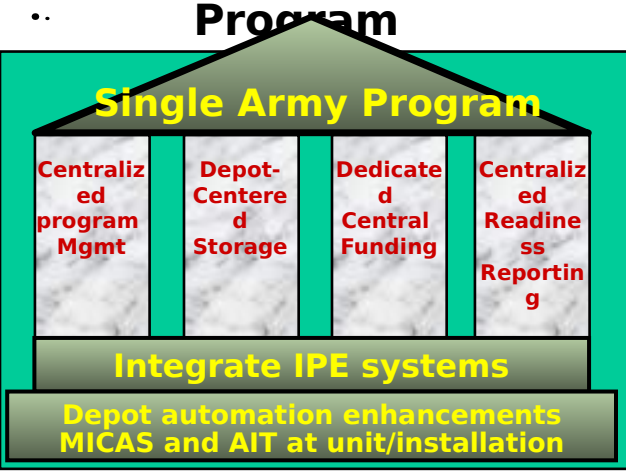

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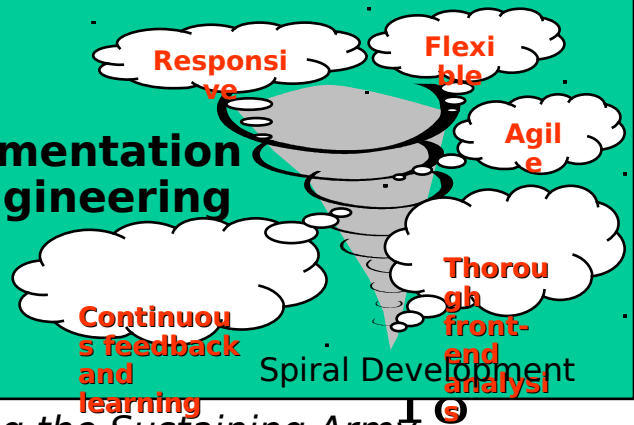

IPE Management Transformation Pieces

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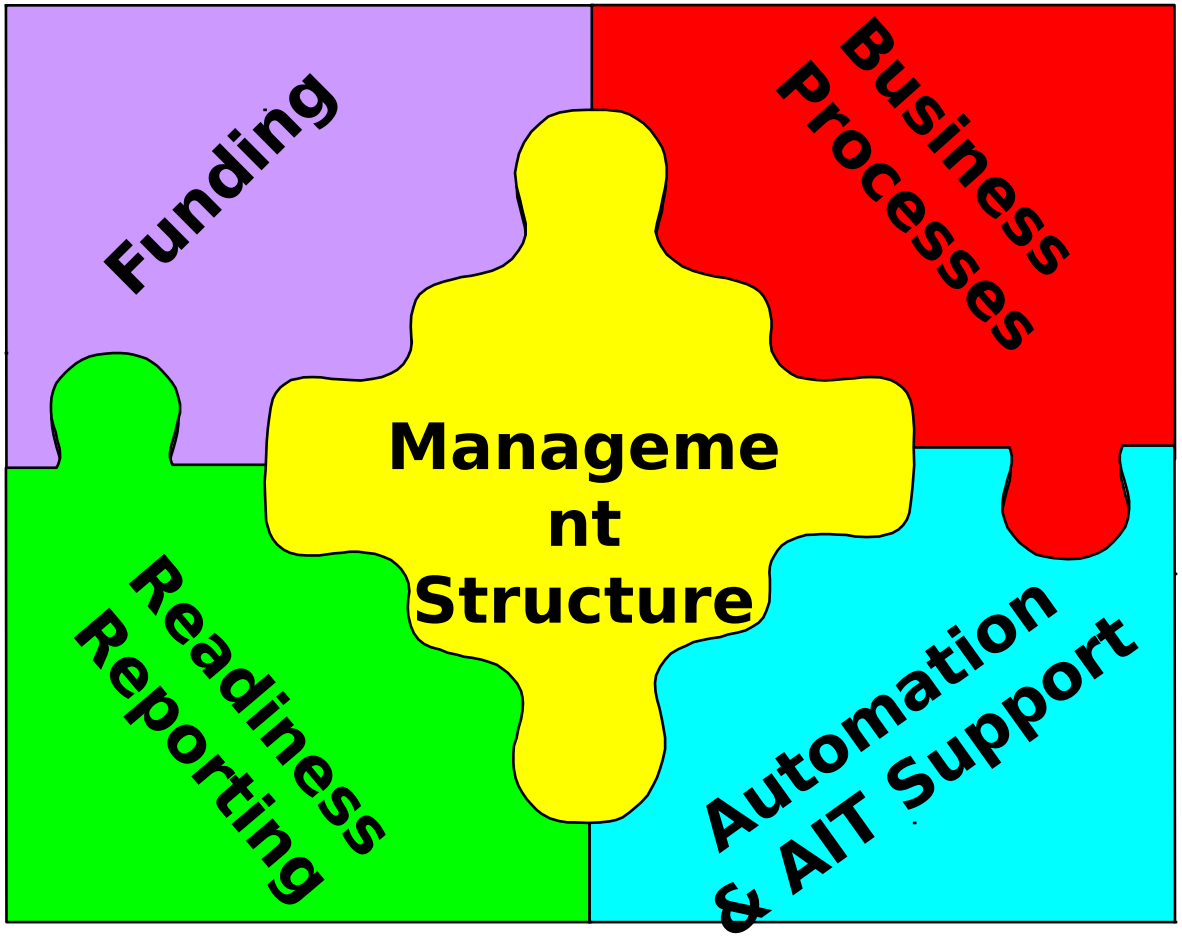

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Phase 1
Fort Hood Pilot Objectives

- Validate asset visibility through AIS and AIT
- Validate MICAS in an Army operating environment
- Apply standard IPE marking (item, package, pallet)
- Establish menu of standard installation processes
- Establish standard AIT COTS packages
- Determine baseline fielding and sustainment costs

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Fort Hood Pilot Evaluation

Third party independent evaluation (January 2004)

- Lead by Logistics Transformation Agency
- Team members include FORSCOM, XVIII Airborne Corps, Southwest Region, and TACOM-SBC representatives assisted by Mike Cress, Natick Soldier Support Center
- Evaluated warehouse management and asset visibility and CIF issue to individual soldiers using MICAS and AIT …20 – 30 January 2004

Fort Hood MICAS Pilot Results

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- MICAS provides a comprehensive shelf life management capability which is not currently available in any of the STAMISs.
- Manual systems are ineffective and require exhaustive resources.
- Use of AIT significantly improves efficiency and effectiveness in receipt, COSIS, and issue operations.
- MICAS enables vertical and horizontal total asset visibility
- MICAS's ability to download surveillance data and perform inventory assessment Improves inventory reliability and Soldier confidance.
- Facilitates automated reporting.
- MICAS must be enhanced with Army document register format.
- Has potential to manage other commodities and serve as requirements template for GCSS-A.
- MICAS is sustainable at installation level when used in a warehouse management role; installations may require additional resources/support/enhancements to utilize MICAS to issue to individual soldiers.

Recommendations: (1) Field MICAS as an interim solution; (2) enhance MICAS w/ document register; (3) Continue to explore individual issue and the potential of MICAS as a Soldier management system at Ft Hood.

Bottom Line: The "Triad" Works

Before

214 pallets of questionable IPE identified

Serviceable and unserviceable items mixed

After

"I guess you have about 98
Confidence in your inventor
No Sir, more like 100%"

Warehouseman, Ft Hood

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Phase 1
Enhancing IPE Depot Operations

- Blue Grass Army Depot IPE management prototype
  - ✓ Adapts existing depot ammo system (MTMS-FM*) to manage IPE
  - ✓ Provides AIT capability compatible with MICAS
  - – Incorporates standard IPE marking (item, package, pallet)
- Establish Pine Bluff Arsenal as the Second IPE depot … focus on recovery mission
  - ✓ Receive, inspect, categorize, repackage as required, store, and ship recovered IPE
  - ✓ Implement MICAS to manage IPE - completed week of 15 Dec 03
  - ✓ Place AIT on carton / box level
  - ✓ Develop and refine standardized recovery procedures for each item of IPE – become the recognized DoD expert
  - – Provide packaging improvement recommendations

✓ = Completed actions – Ongoing actions

*** MTMS – FM = Munitions Transportation Management System - Field Module**

Phase 1
Integrating Systems for IPE Asset Visibility

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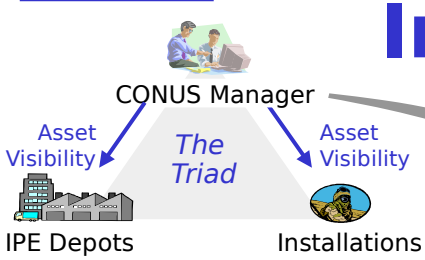

- Decentralized operations
- Roll-ups via email to aggregate databases at higher manager levels
- Uses COTS hardware

TACOM - SBC
Rock Island
MICAS database
CONUS IPE stockpile manager
SRS
HQDA G-4
FORSCOM G-4
E-mail inventory status report
E-mail inventory status report
E-mail inventory status report
Other MACOMs
Future
Individual Issue CIF
Units NBCtrak
CONUS Depots
Units / Installations
E-mail database roll-up file
E-mail database roll-up file
SDS
MTMS-FM with MICAS roll-up and manifest files emulation capability
LAN
Shipping and receiving
Warehouse manager
E-mail manifest file
logistics staff
consolidated storage warehouse
LAN
MICAS database
chemical staff
Blue Grass Army Depot
Pine Bluff Arsenal

SRS = Strategic Readiness System

Phase 2A
MICAS Fielding and Implementation

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- Army MICAS program manager designated
- Standard AIT COTS packages
- Establish standardized installation processes
- Field by Corps and then by Installation Management Agency region
- Phase fielding in CONUS and then OCONUS

Tentative MICAS Fielding Schedule

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- Pine Bluff Arsenal (completed week of 15 December 2003)
- U.S. Army Forces Command G-4 (2nd quarter, FY04)
- HQDA G-4 (2nd quarter, FY04)
- Afghanistan (2nd quarter, FY04)
- Combined Forces Land Component Command, Kuwait/Iraq (3rd quarter, FY04)
- EUSA, Korea (3rd quarter, FY04; front-end analysis 24 January 2003 through 5 February 2004)
- U. S. Special Operations Command (pilot at Fort Bragg during 2nd quarter, FY04)
- White House (demonstration in February 2004)
- CONUS installations (2nd quarter, FY04 through 1st quarter FY05
  - Identified 31 installations
  - Power Projection Platforms followed by Power Support Platforms

Phase 2B
Business Process Reengineering Approach

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- Establish Integrated Process Teams (IPT) to work business process reengineering:
  - Program management structure, organizational location, and staffing
  - Inventory requirement and distribution
  - Assessing redirection of Training Resource Model (TRM) dollars
  - Identify funding mechanisms
  - Readiness reporting mechanism
- Draw on wide range of expertise from:
  - DoD AIT Office
  - PEO Chemical Biological Defense
  - Installation Management Agency
  - PM Clothing and Individual Equipment (CIE)
  - PM Automatic Identification Technology (AIT)
  - TACOM – Soldier Biological Chemical (SBC)
  - Army G-3 (Training Resource Model)
  - PM Single Stock Fund lessons learned
  - Combined Arms Support Command (CASCOM)
  - Army Materiel Command (AMC)

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Phase 3
Transition to ICEMP

Implement when conditions for success are met:

- MICAS fielded and asset visibility achieved
- Business process reengineering complete, validated, and documented
- Funding mechanism established
- Army-wide program manager in place
- Transition incrementally as with MICAS fielding

Estimated Timeline

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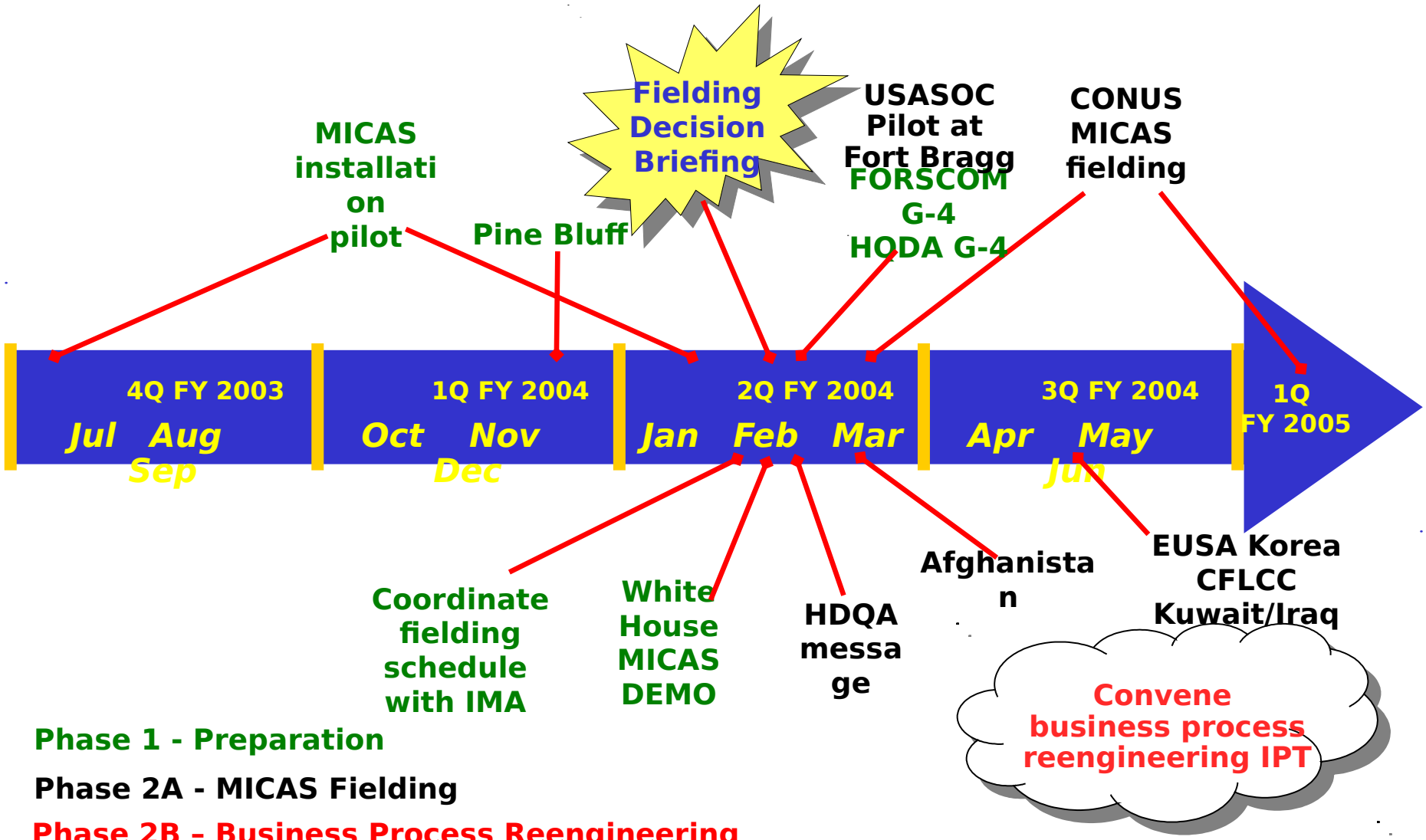

Phase 1 - Preparation

Phase 2A - MICAS Fielding

Phase 2B – Business Process Reengineering

Estimated FY04/05 Program Costs

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- CONUS MICAS fielding and sustainment costs - $4.33M ($0.959M funded)
  - hardware: $0.934M ($0.309M funded)
  - program management: $0.530M ($0.1M funded)
  - fielding; $2.04M ($0.35M funded)
  - sustainment: $0.827M ($0.2M funded)
- AMC Program Manager GS 14/15 (reimbursable) - $0.25M (2 years)
- Program management contractor support - $0.45M
  - FY04 $0.25M (funded)
  - FY05 $0.20M
- DA PAM/Army regulations: $0.24M ($0.16M funded)
- Depot upgrade costs: $1.00M
- IMA execution costs: $3.10M

- Total FY04/FY05 costs: $9.37M

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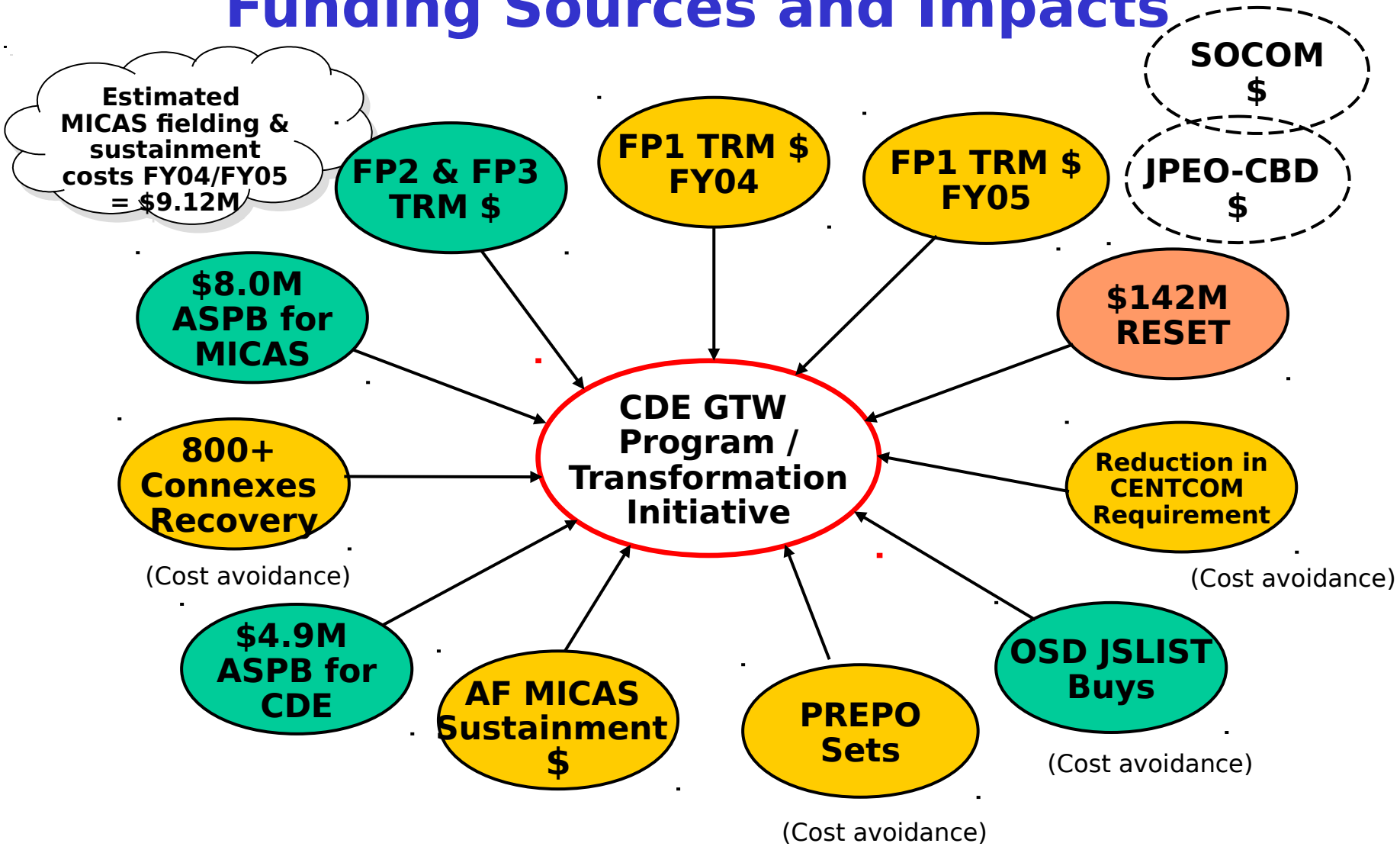
Funding Sources and Impacts



Transition to ICEMP

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Outstanding Issues

- Vendor bar coding of IPE assets
- MICAS as interim IPE supply system of record
- Installation Management Agency headquarters participation

HQDA Setting the Force OPORD

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Phase 1a: Recovery of deployed IPE from OEF/OIF

- Collect in theater. Ship to CONUS depot…inspect, certify, mark w/ AIT
- Centrally manage to mitigate risk associated with reduced inventories
- Establish in-theater prepositioned stocks

Phase 1b: Implement asset visibility at installations.

- Implement AF Mobility Inventory Control Accountability System (MICAS)
- Leverage reduced installation inventories … reduces cost
- Addresses issues from OIF, DS/DS, AAA, DoDIG, and GAO

Phase 2: Reset IPE inventories

- Consolidate requirements / funding
- Centralize procurement

Phase 3: Redistribution

- IAW operational requirements / priorities
- Incremental execution based on inventory adequacy

Phase 4: IPE management transformation

- Transforms CDE Go-To-War Program to Individual Chemical Equipment Management Program
- Incorporates centralized management, storage, and funding
- Depot centric … reduces footprint at installations

Bottom line: *Institutionalizes the Initiative*

Proposed Transition To Army Materiel Command

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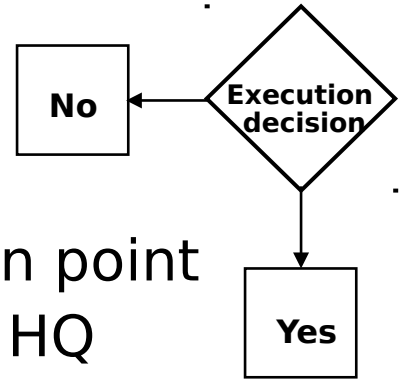

- Transition to AMC at HQDA execution decision point
- Establish Implementation Task Force at AMC HQ
- Transition to AMC major subordinate command when ICEMP implemented
- Implementation Task Force GS-14/15 program manager
  - Oversees current CDE Go-to-War Program
  - Manages MICAS and AIT fielding and business process reengineering
  - Continues linkages with HQDA G4 / DLA / JPEO - CBD
  - Transitions to AMC ICEMP staff proponent providing funding oversight, program priorities, and strategic vision

Discussion of

CDE Go-to-War Score Card question

OIF Impact on CDEGTW Program

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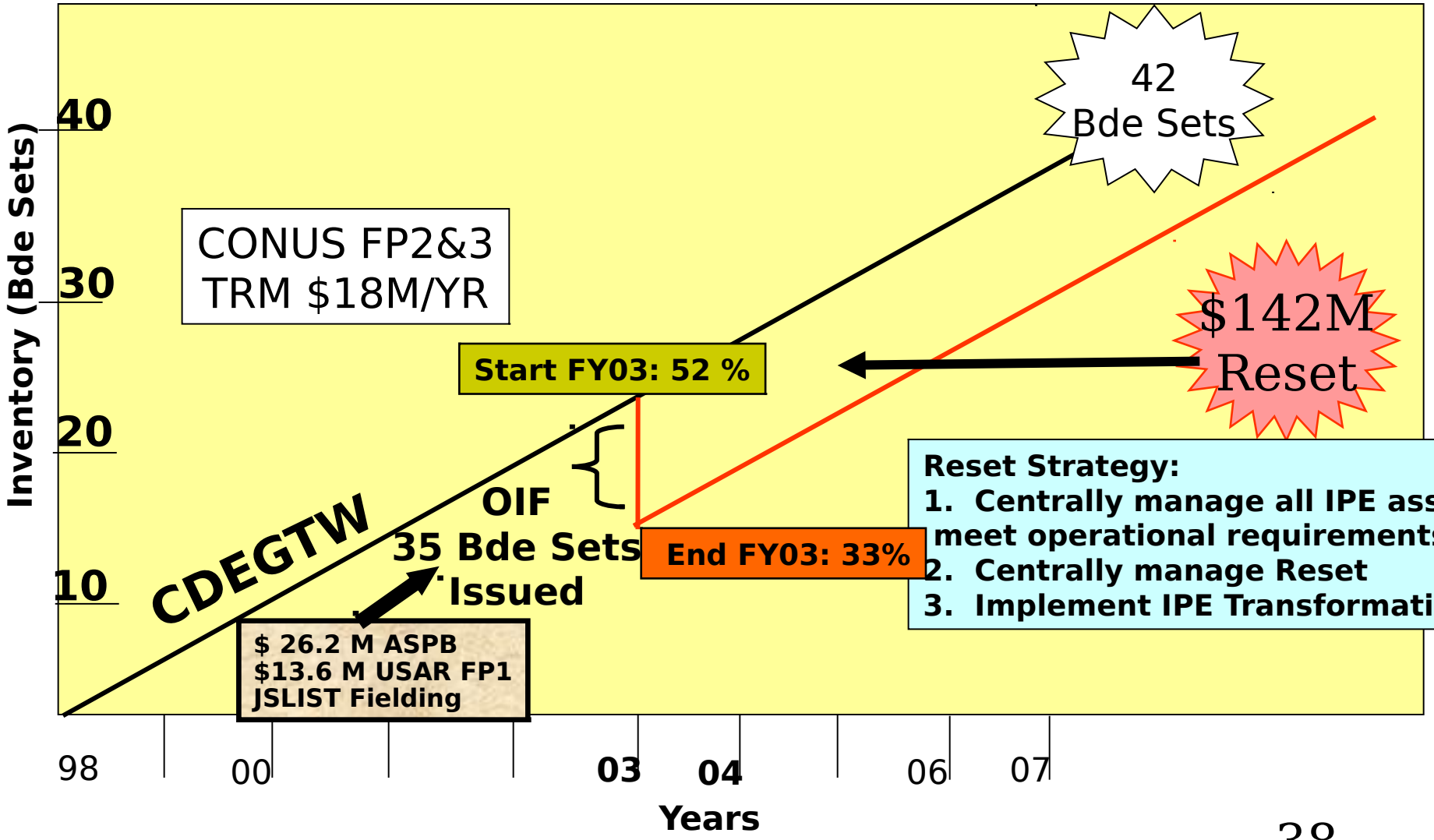

Incremental Steps to ICEMP

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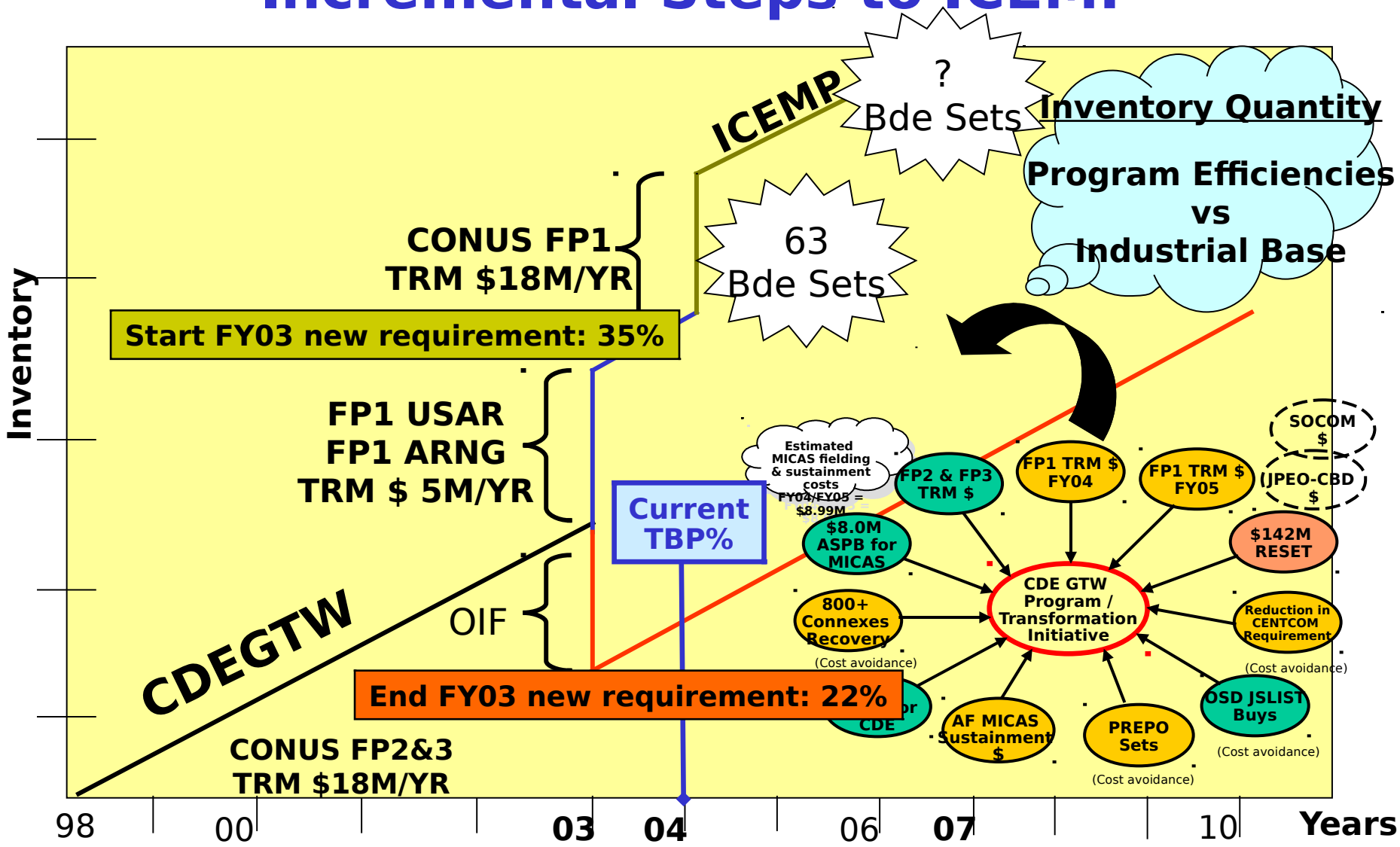

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Conclusion

- Transformation initiative addresses critical systemic problem
- Supports Secretary Defense streamlining of logistics, Chief of Staff, Army priorities, and HQDA G-4 focus areas
- MICAS is an interim solution pending functionality in future enterprise systems
- Uses spiral development and phased implementation … executed aggressively at low cost
- Transition program management to AMC at HQDA execution decision point
- Current risk associated reduced inventories of CDEGTW program is being mitigated through centralized management

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QUESTIONS?

Contact Information

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